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*Office Memorandum* • UNITED STATES GOVERNMENT

TO : Chief, Operations School

DATE: 26 March 1958

FROM : Chief Instructor, Clandestine Services Review Course

SUBJECT: Clandestine Services Review Course No. 20,  
24 February through 12 March 1958

1. Personnel programs, particularly those dealing with selection out, competitive promotions, directed assignments, and early retirement efforts, constituted the preoccupation of students in CSR No. 20. These programs were mentioned by [REDACTED] in his opening talk on the Clandestine Services and were discussed at greater length by Col. White, Mr. Kirkpatrick, and Mr. Gordon Stewart. Furthermore, these subjects were dominant in oral questions presented to Mr. Baird and in written questions submitted to [REDACTED]. Among operational problems, the matter of cover appeared to have first place.

2. The review, although postponed one week on account of snow, was off virtually as planned, with 75 speakers participating. Of the 75, one [REDACTED] made two presentations, and two others [REDACTED] (a member of the class) and [REDACTED] called on students to assist in their respective presentations. A variation in the presentation of liaison operations was achieved by [REDACTED], assisted by three additional speakers. A single presentation, by [REDACTED] has been suggested for the next review. Another innovation was a talk by a Branch Chief, [REDACTED] illustrating the day-to-day application of the review. This talk did not prove especially helpful. The Office of the Comptroller requested and received a "restored" place in the schedule.

The continuing attention given to CSR presentations, particularly by senior officials in the organization, together with positive responsiveness of speakers to suggestion, seems to the chief instructor especially noteworthy. As regards review #20, these factors were responsible for: generally maintaining the focus of the review upon branch and desk level and for functional--as opposed to strictly "chart and box-type" of presentation. Additionally, with [REDACTED] effective emphasis on the status and importance of the Related Mission Directive, this subject was less controversial than in review #19; the ELINT talk by [REDACTED] was greatly improved; the whole requirements process was very skillfully charted and explained by [REDACTED] proceeded without the chart-turner he "inherited" and customarily has had. (The irony of this, as I understand it, is that his helper, Mr. [REDACTED] was disappointed in not being used.) The audio-surveillance panel (CI, FI, and TSS), suggested to me by [REDACTED] was a definite improvement. This panel could have profitably used a bit more time than that scheduled.

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Underscoring the interest of senior officials is Mr. Kirkpatrick's continued willingness to speak before the CSR. For CSR No. 20, he considerably extended his scheduled time, in response to a spate of questions, as did Mr. Baird. Fortunately, the program had anticipated student desire for both these extensions. Another senior official, Mr. Gordon Stewart, who had acceded to the suggestion to furnish the class papers on "Employee Benefits and Services," talked for the full two hours previously provided for both Mr. Stewart and [REDACTED] 25X1A9a. Heralded in advance by [REDACTED] Col. White, and notably by Mr. Kirkpatrick, as having made exceptional strides in dealing with personnel management problems, Mr. Stewart presented a cogent and frank summary of aims, assets, and liabilities in this field. He also remained for a good while to chat informally with a cluster of students. [REDACTED] in the final session of the review, although stressing the Agency's efforts towards an improved system, warned those overly concerned with personal security against expecting the paternalistic type of protection characteristic of a firm such as IBM. His stress was on individual contribution within the needs and realities of challenging situations.

3. The reaction of the students to the review was generally favorable. As in the past, outstanding value from their point of view was the opportunity to get the broad picture of the organization and, in particular, to hear directly from senior officials that they are aware of problems and are trying to solve them.

4. Of 38 registered students, 37 completed this review, making a total of 664 students who have been served by the twenty reviews held to date. Of the 38 students, 33 were returnees; average overseas experience was four years, and average CIA experience was seven years. Average age was 40; average grade, GS-12. The service designation accounting for the greatest number was DI; and the operating division having the largest single contingent was FE. More detailed statistics are contained in a separate attachment.

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In addition to regular students, Mr. [REDACTED] of OTR audited approximately one-third of the lectures. Other non-credit auditing, approved in advance, was that of three officers from the Comptroller's Office for the planning and approval series. In a few other instances, auditing was requested by a lecturer for a member of his staff or for an individual who may in future give the lecture.

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5. Student participation in the review, aside from the questioning of speakers, was in scheduled discussion periods. The first of these was particularly useful, but the others are not regarded as sufficiently valuable to be perpetuated in future schedules. As regards the expressed desire of one member of the review, [REDACTED] to be debriefed by OTR, an appointment has been arranged for [REDACTED] or 25 March.

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6. There are attached a) a corrected course schedule b) a list of members of the review and c) a list of statistical data on the members of the group.